Alberta Gaming and Liquor Commission

BUSINESS PLAN 2007-10

ALBERTA GAMING AND LIQUOR COMMISSION

The Alberta Gaming and Liquor Commission (AGLC) operates under the authority of the *Gaming and Liquor Act*. Its structure includes:

- **A seven-member board that is appointed by the government and reports directly to the Solicitor General and Minister of Public Security.** The board develops gaming and liquor policy to ensure Alberta's gaming and liquor industries are well regulated and managed on behalf of the people of the province. The board ensures the powers and duties of the AGLC are appropriately carried out through the Chief Executive Officer. Board members also conduct hearings and make decisions respecting licences and registrations, and are responsible for any other functions assigned to it.

- **An administrative arm that manages the ongoing operations of the organization**. The Chief Executive Officer of the Commission's administration reports to the board. This structure facilitates clear lines of communication and ensures policy implementation is consistent and operations run effectively and efficiently.

The AGLC's role - through its board and administrative arm - is to administer the *Gaming and Liquor Act* and related legislation. The AGLC is responsible for regulating Alberta's charitable gaming activities and conducting and managing provincial gaming activities. It also controls the manufacture, importation, sale, purchase, possession, storage, transportation, use and consumption of liquor in Alberta.

VISION

A province that strives to balance choice and social responsibility in its gaming and liquor industries, uses revenues resulting from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its gaming and liquor industries

MISSION

To ensure gaming and liquor activities in Alberta are conducted with integrity and social responsibility and to maximize long term economic benefits for Albertans.

VALUES

The AGLC is committed to operating according to the following values. We will:

1. Act with integrity and in a fair and impartial manner;
2. Balance social responsibility and economic benefit;
3. Foster clear, open and courteous communication with stakeholders;
4. Achieve excellence in customer service;
5. Nurture a working environment characterized by teamwork, collaboration, and open communication;
6. Embrace innovation and continuous improvement in our products, services and business processes; and
7. Serve as responsible stewards of assets entrusted to us, maintaining our accountability to the Province of Alberta.

CORE BUSINESS

The AGLC has three core businesses:

1. License and regulate liquor activities.
2. License and regulate charitable gaming activities.
3. Conduct and manage provincial gaming activities.

The AGLC is also responsible through a memorandum of understanding with Alberta Finance to provide enforcement and investigative services related to the *Tobacco Tax Act* and the *Fuel Tax Act.*

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: License and regulate liquor activities

GOAL ONE 1

Liquor activities are conducted with integrity and in a socially responsible manner

What it means The AGLC regulates all liquor activities in accordance with legislation, regulation and policy to ensure that liquor activities are conducted with integrity and encourage the responsible sale and consumption of liquor.

Strategies

1.1 Conduct regular reviews of policies in consultation with stakeholders to protect the integrity of liquor activities and to ensure Alberta's liquor industry remains progressive and competitive and meets current and future consumer demands.

1.2 Monitor Albertans' attitudes and preferences and emerging trends to ensure liquor products and services continue to be delivered in a socially responsible manner consistent with expectations of Albertans.

1.3 Conduct inspections of licensed premises and investigate all complaints concerning liquor activities.

1.4 Ensure all liquor revenues are collected and distributed in a timely manner and in accordance with legislation and AGLC policy.

1.5 Ensure beverage container management within the liquor industry is conducted according to the Beverage Container Recycling Regulation.

1.6 Work in collaboration with the liquor industry, the Alberta Alcohol and Drug Abuse Commission (AADAC), government ministries, and other stakeholders to develop initiatives that encourage the responsible sale and consumption of liquor.

1.7 Work with government ministries, the liquor industry and other stakeholders to address Fetal Alcohol Spectrum Disorder.

1.8 Implement, in collaboration with the staff of Alberta Solicitor General and Public Security, police services, municipalities and industry stakeholders, actions identified through the 2006-07 Roundtables to address the issue of violence in and around licensed premises.

1.9 Enhance the Alberta Server Intervention Training Program, including access to it by volunteers.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
1.a Percentage of liquor licensees who comply with legislation, regulations and policy	94%	95%	95%	95%
1.b Percentage of Albertans surveyed who are satisfied that liquor is provided in a responsible manner	93%	94%	95%	95%

GOAL TWO 2

Liquor licensing activities are effective, efficient and economical

What it means Under Alberta's unique retail liquor model, the AGLC licenses and regulates the liquor industry according to the *Gaming and Liquor Act* and Regulation, other provincial and federal legislation and AGLC policies. The private sector operates the warehousing, distribution and retailing of liquor in Alberta.

Strategies

2.1 License eligible applicants in accordance with legislation and policies focusing on integrity and providing excellence in customer service.

2.2 Register liquor products to be offered for sale in Alberta to ensure compliance with provincial legislation, regulation and policy.

2.3 Educate licensees and registrants about the legislation, policies, and operating guidelines.

2.4 Ensure all agents and suppliers are aware of labeling, trademarks, and trade agreement requirements.

2.5 Enhance customer service through the implementation of electronic service delivery initiatives.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
2.a Percentage of liquor licences and registrations completed within established timeframes	100%	98%	98%	98%
2.b Percentage of liquor industry clients who are satisfied with the level of service provided by the AGLC	94%	95%	95%	95%

Core Business Two: License and regulate charitable gaming activities

GOAL THREE 3

Charitable gaming activities are conducted with integrity and in a socially responsible manner

What it means The AGLC regulates all charitable gaming activities in accordance with legislation, regulation and policy to ensure that gaming activities are conducted with integrity and delivered in a manner that encourages responsible gaming.

Strategies

3.1 Monitor emerging trends and conduct regular reviews of policies in consultation with stakeholders to ensure the integrity of charitable gaming activities and to ensure policies meet the expectations of Albertans.

3.2 Ensure charities receive all funds to which they are entitled, that the use of proceeds are reported in a timely manner and that proceeds are used for purposes consistent with the requirements of the *Criminal Code* (Canada) and AGLC Policy.

3.3 Conduct due diligence investigations including complete criminal and financial background reviews for all gaming facility licensees and gaming suppliers.

3.4 Conduct inspections and audits of gaming licensees and activities.

3.5 Investigate all complaints and alleged violations concerning gaming activities.

3.6 Work with the gaming industry, AADAC and other stakeholders to develop, implement and evaluate initiatives that encourage responsible gaming.

3.7 Ensure charities participating in gaming events are aware of responsible and problem gambling initiatives, programs and resources.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
3.a Percentage of charitable gaming activities that are conducted in accordance with legislation, regulation and policy	99.5%	95%	95%	95%
3.b Percentage of charitable gaming financial reports produced within established timeframes	62.3%	80%	85%	85%
3.c Percentage of Albertans surveyed who are satisfied that the charitable gaming activity they participated in was provided fairly and in a responsible manner	94%	95%	95%	95%

GOAL FOUR

4 Charitable gaming licensing activities are effective, efficient and economical

What it means Charities and religious organizations benefit directly from the proceeds from casino, pull-ticket, raffle and bingo events. The AGLC licenses and regulates these gaming activities according to the *Gaming and Liquor Act* and Regulation and board policy.

Strategies

4.1 License eligible applicants in accordance with legislation and policies, focusing on integrity and providing excellence in customer service.

4.2 Ensure due diligence in the licensing process related to the eligibility of charitable organizations for charitable gaming licences and use of proceeds.

4.3 Enhance licensees' and applicants' understanding of gaming legislation and policies through the delivery of the Gaming Information for Charitable Groups (GAIN) program.

4.4 Work with First Nations to implement the charitable gaming model for on-reserve casinos.

4.5 Work with gaming operators, gaming suppliers and charities to ensure that charitable gaming activities maximize benefits to charities.

4.6 Enhance customer service through the implementation of electronic service delivery initiatives.

4.7 Inform Albertans about charitable gaming and its support of the non-profit and volunteer groups' community work.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
4.a Percentage of charitable gaming licences and registrations completed within established timeframes	99%	98%	98%	98%
4.b Percentage of charitable gaming licensees who are satisfied with the level of service provided by the AGLC	95%	95%	95%	95%

Core Business Three: Conduct and manage provincial gaming activities

GOAL FIVE **5**

The availability and delivery of provincial gaming products and activities are balanced with consumer demand, social responsibility, and economic benefit to Albertans.

What it means The AGLC is responsible for the conduct and management of all provincial lotteries in Alberta under the authority of the *Criminal Code* (Canada), other federal and provincial legislation and policy. The AGLC offers a variety of provincial gaming products to Albertans, including provincial lotteries and electronic gaming entertainment choices (video lottery terminals, slot machines, and electronic bingo). The AGLC provides ticket lotteries and Keno in collaboration with the Western Canada Lottery Corporation (WCLC). The AGLC is committed to ensuring that the availability of these gaming activities is balanced to meet the current and future needs of consumers, communities and Albertans.

Strategies

5.1 Progressively leverage technology to protect the integrity of electronic gaming, and improve business efficiency and responsiveness. Provide product offerings and distribution channels consistent with consumer demand and business needs.

5.2 Monitor emerging trends and Albertans' attitudes, preferences and information needs to ensure quality electronic gaming products and services continue to be delivered in a socially responsible manner consistent with expectations of Albertans.

5.3 Evaluate current responsible gaming initiatives to assess their effectiveness in encouraging responsible gaming behaviour.

5.4 Work with AADAC and the gaming industry to enhance the Voluntary Self Exclusion Program and ensure gaming retailers incorporate responsible gaming information and programs in gaming venues.

5.5 Work in collaboration with the gaming industry, other jurisdictions, AADAC and other stakeholders to develop, implement and evaluate new initiatives that encourage responsible gaming.

5.6 Work with stakeholders to improve the awareness of how the Alberta Lottery Fund is used.

5.7 Ensure the AGLC is appropriately positioned to address gaming product trends, emerging technologies, and alternative distribution channels including the Internet.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
5.a Percentage of Albertans satisfied with the availability of gaming products and activities	70%	70%	70%	70%
5.b Percentage of Albertans surveyed who are satisfied that the provincial gaming activity they participated in was provided fairly and in a responsible manner	84%	85%	85%	85%

GOAL SIX

6 Gaming operations are effective, efficient, economical and conducted with integrity

What it means The AGLC works with private sector retailers to deliver gaming entertainment choices in accordance with legislation and policy and to ensure provincial gaming operations are effective, efficient, economical and conducted with integrity.

Strategies

6.1 Implement the approved direction regarding the WCLC and AGLC relationship.

6.2 Manage agreements with gaming retailers in accordance with legislation and policies, focusing on integrity and providing excellence in customer service.

6.3 Ensure effective asset management for all electronic gaming terminals and other gaming equipment.

6.4 Ensure the security and integrity of electronic gaming terminals and other equipment through tracking key performance indicators, responding to anomalies and investigating all complaints.

6.5 Enhance the functionality of gaming reporting systems and other business management systems.

6.6 Ensure resources and supporting technologies meet the current and future service demands of the various gaming networks and the service expectations of retailers and consumers.

6.7 Educate retailers and operators about legislation, policies, and operating guidelines.

6.8 Liaise with other jurisdictions and industry to assess best practices and maintain the integrity of Alberta's gaming industry.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
6.a Percentage of retailers satisfied with AGLC services related to VLTs, slot machines and ticket lotteries	99%	95%	95%	95%
6.b Percentage of gaming integrity issues resolved within established timeframes	90%	93%	93%	93%

SUPPORTING CORE BUSINESSES AND CORPORATE OBJECTIVES

The strategies and actions that are undertaken to carry out the core businesses are supported by services in human resources, information systems, corporate services, and communications.

HUMAN RESOURCE DEVELOPMENT STRATEGIES

The AGLC cares about its employees' health, their professional and personal development and the contribution they make to the community. The AGLC continues to align its human resource strategies with those of the government's Corporate Human Resource Development Strategy. Key strategies include:

- monitoring emerging human resource trends, such as an aging workforce, changing attitudes and expectations, changing technology and skills requirements, and proactively responding to them;
- providing opportunities for employees to develop a healthy balance between their professional commitments and their personal lives by continuing to examine workload issues;
- attracting, motivating and retaining the right skill mix to achieve the organization's current and future business objectives;
- providing opportunities for continuous learning to ensure the organization has the knowledge, skills and abilities to meet current business objectives and future challenges;
- ensuring the performance goals of individual employees are aligned with those of the organization;
- enhancing performance management processes and ensuring effective employee recognition practices are in place; and
- supporting continuity of operations and the professional development of employees through succession and career planning.

INFORMATION SYSTEMS STRATEGIES

The AGLC is an innovative user of current technology in support of our business requirements. Key information system strategies include:

- protecting revenue streams and corporate data by maintaining all corporate and gaming systems with the highest levels of integrity, security and availability;
- identifying and adopting technology improvements that enhance current business requirements, efficiencies and responsiveness;
- investigating emerging technologies and developing applications to ensure that systems and infrastructure meet the growing and changing business requirements of the organization, including the need to proactively address threats emerging from new technologies; and
- supporting skills development among staff to ensure the tools are being used effectively and efficiently.

CORPORATE SERVICES STRATEGIES

The AGLC is committed to efficient and effective management of resources entrusted to it. The corporate services functions encompass revenue collection and banking, financial reporting and payments, payroll, purchasing and liquor product pricing, property and asset management, strategic services and information security. Key strategies include:

- continuous improvement in business processes, reporting, and analysis to support overall financial management;
- developing, implementing and maintaining a corporate business resumption plan;
- enhancing the security and control for cash collection practices and treasury functions;

- liaising with retailers and consumers to resolve electronic gaming anomalies in a timely manner;
- integrating budget planning with the business and operational planning processes;
- maximizing utilization, maintenance and operations of facilities;
- ensuring financial compliance with federal and provincial legislation and regulations; and
- enhancing security procedures for the collection and use of corporate information.

COMMUNICATIONS STRATEGIES

The Communications Division is committed to planning and coordinating external and internal communications and to support the AGLC in media relations and issues management. Key strategies include:

- providing communications advice to the organization; and
- providing writing and editing services to the organization with briefing notes, speeches, media monitoring, special events coordination, and news conferences.